

Feed and Food Safety Program in Latin America (FEEDLATINA)

Project STDF/PG/345

EX POST EVALUATION -MAIN FINDINGS-

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SPS challenges and opportunities prior to the project



- Specific **trade regulations** of countries within the region were very **diverse**. That generated **obstacles and costs** to international trade and limited the development of this industry.
- High % of **rejections** or delays of import/export shipments because of differences in the text of documents and certificates.
- The **topic** of “animal feed” in the region was getting higher importance due to the direct impact on safety and quality of animal origin protein.
- Latin America produced a significant **volume** of total animal **feed** produced in the world (13,6%).

The project

Objective:

To contribute to regulatory harmonization, the safety of animal feed and regional integration, through public-private cooperation based on the recommendations of the competent international organizations

Outputs:

- Development of coordination and liaison mechanisms between public and private actors in the animal feed sector (Technical Committee and working plan)
- Development and approval of key tools to promote regulatory equivalence/harmonization (Complete harmonization of 4 tools/procedures; Comparative study of 10)
- Strengthening technical capacity of public and private actors in the regional animal feed sector (large scale online training program on Feed Quality & safety)



The project: objectives and main characteristics



Main characteristics

- 4 years (3 original + 1 year extension). February 2014 - March 2018.
- Total Budget: USD \$2,48 million - STDF contribution: USD \$1,05 Million
- Beneficiaries: 10 countries (Regional Project)
- Multi-stakeholder Project (Governments, Private associations, International organizations)
- International organizations Partners: FAO, OIE, IICA
- **IMPLEMENTING PARTNER: Feedlatina (Private association of the animal feed sector)**
- Project's Governance: Steering committee, Technical committee, Focal points

Ex-post evaluation

Objective:

To assess the overall relevance, coherence, efficiency, effectiveness, sustainability, and impact of the Project STDF/PG/345, regarding its contribution to market access improvement, quality of regulations, and quality of animal feed products.

Method (Qualitative – quantitative):

- Desk study of documents related to the Project
- Semi structured interviews to 25 representatives from all stakeholders (9 private associations, 12 government officers, 4 international organizations)
- Survey on efficacy of training program (21% of answers for questionnaires sent)

Evaluation criteria (STDF evaluation guidelines):

- Relevance
- Effectiveness
- Efficiency
- Impact
- Sustainability

Lessons learned

Recommendations

MAIN FINDINGS



RELEVANCE



- **Project was relevant**
- It contributed **solving several of the main trade problems** related to sanitary regulations that the beneficiary countries had faced in previous years
 - E.G. Delays and rejections of imports as a result of differences in criteria for issuing and analyzing sanitary documents and certificates between exporting and importing countries of the region
- It contributed to develop the topic as a specific **working area in each country** (Structure and work of the Veterinary service; Technical capacity and coordination of the private sector)
- It **harmonized key trade regulations** for animal feed and solved the most important practical barriers.

EFFECTIVENESS



- **The project was very effective** in achieving public-private coordination and liaison between the national regulatory authorities and private companies.
- Remarkable work and **cooperation** between countries (benchmarking).
- **Good technical collaboration with specialized International Organizations involved (IICA, FAO, OIE)**
- **Development of harmonized norms: Good.**
 - 16 trade tools/procedures agreed as important
 - 4 key trade tools totally harmonized (Goal: 4)
 - 11 procedures with comparative analysis (Goal: 10)
- **Development of technical capacity: Good enough**
 - 74% registrations in available courses, 76,1% successfully completed
 - Great impact (in people and organizations).
- **Validated a massive online method for training (in a scenario before pandemic)**

Effectiveness in developing harmonized regulations

	Elements where harmonization was seen as useful	Tool or Procedure	Comparative study	Harmonization proposal	Implement guide
1	Glossary of terms		X	X	X
2	Labelling	Tool	X	X	X
3	Free sale certificate	Tool	X	X	X
4	Origin certificate	Tool	X (*)		
5	Declaration of GMP	Tool	X	X	X
6	Samples no commercial value	Tool			
7	Product lifespan extension	Tool			
8	Registration for producers	Procedure	X		
9	Registration GMP	Procedure	X		
10	Additives	Procedure	X		
11	Medicated feed	Procedure	X		
12	Residues and contaminants	Procedure	X		
13	GMO	Procedure	X		
14	Exemption of registration	Procedure			
15	Co-products	Procedure			
16	Functional ingredients	Procedure			

*: Not used nowadays

PARTICIPATION

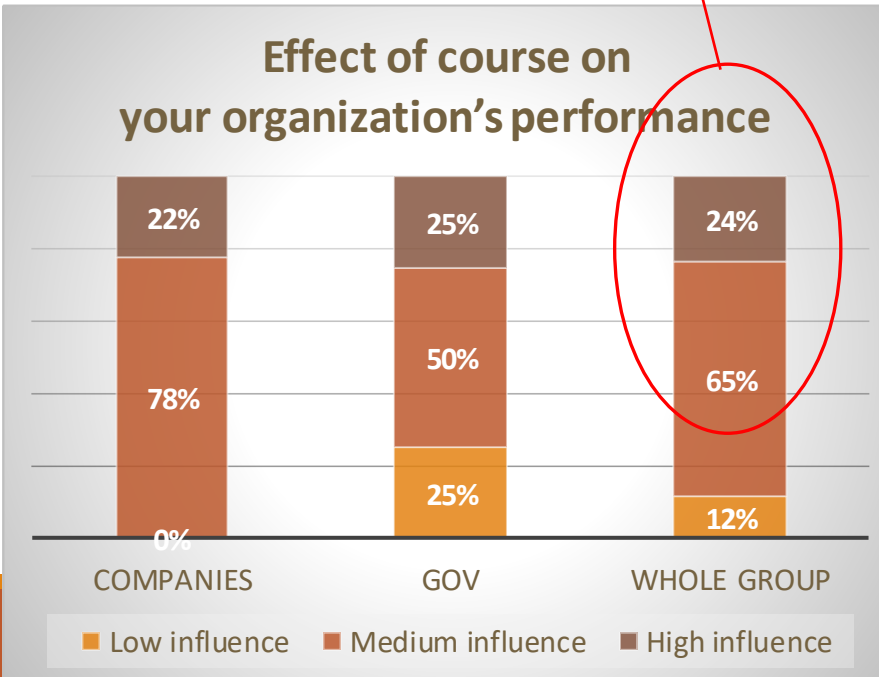
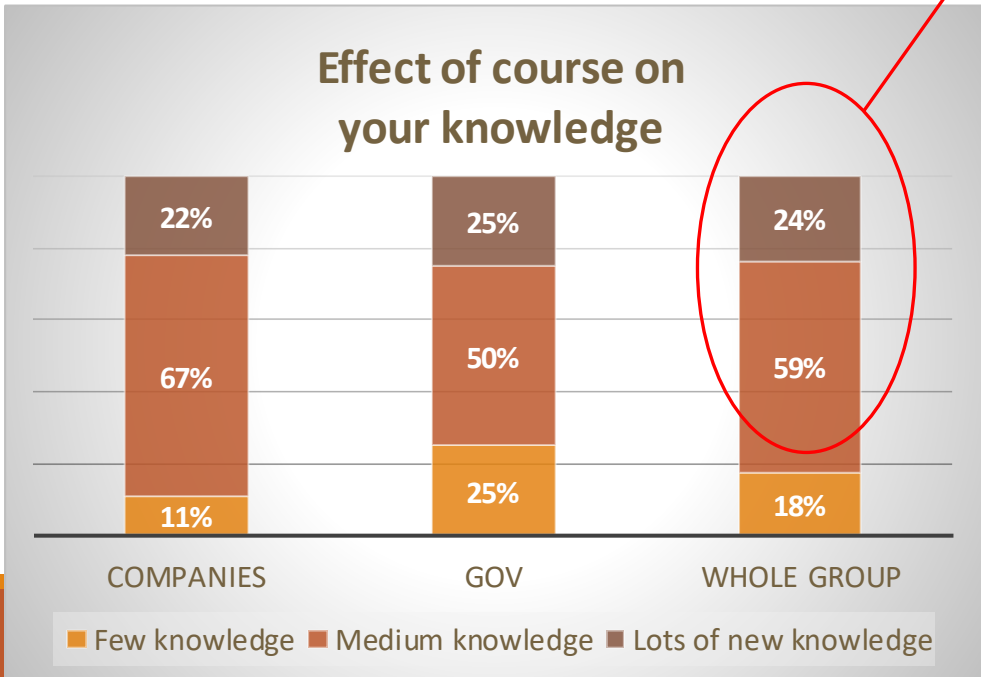
Courses	Registered	Performed	Successfully completed	%	Range
GMP	595	501	379	81%	98%- 59%
HACCP	622	399	306	75%	98% - 13%
Subtotal	1.216	900 (74%)	685	76%	
People who participated:			467		

82% positive effect on knowledge;
88% positive organizational effect
= *Very effective training program*

Effectiveness in developing technical capacities

Source: Specific survey carried out during ex-post evaluation

EFFECT



EFFICIENCY



- **High efficiency: All results reached according to the Schedule (3 years + 1 year extension) and budget.**

The original planning within 3 years was not realistic, so it was a right decision to authorize 1 additional year (with the same Budget)

- **Some weaknesses:**

- Efficiency in performance of general analysis/ decision-making meetings: More achievements could have been obtained with a better use of time
- Efficiency in execution of the large-scale training program: It was not carried out according to the planned schedule, and that situation affected somehow performance and achievements.

IMPACT



- **It increased the relative importance of the topic:** Produced a strengthening in structure, staff, budget of official services in several countries
- **It improved and facilitated international market access:**
 - Agreements produced simpler access to trade
 - Trade costs were reduced because of a significant decrease on shipment rejections and shorter time for solving trade problems.
- **It produced improvements in local regulations in several countries:** particularly in norms about GMP
- Harmonized key trade regulations for animal feed and simplified procedures = **huge positive impact for SMEs**

SUSTAINABILITY



- **Partially successful**
- Despite all planned activities were carried out during the project, some changes in the organizational priorities of the implementing partner led to a non-continuity of expected post-project activities.
- Only a small interaction among stakeholders remained, based on personal friendship / networking
- **Main Causes:**
 - Weaknesses in the implementation model: The private association changed priorities (as organization) which affected its take about the Project.
 - Late search for a back-up organization that was able to be the central coordinator for the expected post-project regional activities.

CONCLUSIONS

1) Project's significant contribution:

- a) to facilitate trade of animal feed products (permanent solutions to critical trade problems);
- b) to create technical regional capacity in Feed quality and safety

1) Remarkable commitment of all stakeholders during Project implementation. However, stakeholders considered that even more could have been done in terms of harmonization.

2) PP dialogue: Despite having different priorities at the beginning, a prior process of dialogue to identify and agree on common objectives is a very effective method to ensure smooth project implementation.

3) Innovative management model (private organization as the only implementing partner) showed high effectiveness and efficiency but demonstrated risks in terms of sustainability (that was the Project's weakest point).



KEY RECOMENDATIONS FOR STAKEHOLDERS

For Official Veterinary Services

- 1) To pick-up and re-start coordinated regional work.** Take advantage of the networking produced by the project, and ask for support to international organizations (e.g. OIE)
- 2) To implement improvements of national regulations based on the comparative studies made by the Project**
- 3) To keep the effort in training programs on animal feed safety and quality.** To assess the possibility of making courses for officers from private companies compulsory.

For Feedlatina and Int. Organizations

- **For FEEDLATINA: To reactivate coordination with international organizations and countries** (Revise current method and give space and responsibility to gvt officers on the creation of agreed harmonized regulations)
- **For OIE or IICA:** Regardless of FEEDLATINA's decision about a reactivation plan, OIE and IICA could assess the possibility of generating a program that brings together representatives of regulatory agencies in the field of animal feed, to continue the collaborative work of improving and harmonizing regulations started in the project.

GENERAL RECOMENDATIONS FOR FUTURE SIMILAR PROJECTS

- **High value can be gained through implementation by a relevant private sector association** with the necessary expertise, interest and capacity, in SPS projects based on a public-private partnership approach (e.g. results-driven approach, efficiency, rapidity). However, it should be **conditioned to a very close and strategic collaboration with relevant regional/international partners during the whole implementation period and beyond.**
- In a PPP model, stakeholders have to be involved as real **strategic partners** in project planning and implementation (for instance through an **empowered Project Steering Committee** or other mechanism).
- **Post-project sustainability plan**
- The **stability of the implementing partner over time** must be accurately assessed at the outset and, if any risk is foreseen, some measures to strengthen it, must be included.
- Despite the importance of a clear commitment from institutions with a project, it is highly positive **to invest resources in fostering a strong personal *and* institutional network among representatives (participants).** That becomes a powerful engine for an effective implementation of all the activities.

Thank you

Comments ?

Questions?

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